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30 May 1973

MEMORANDUM FOR: [REDACTED]

SUBJECT: Production Information in Annual Reports to the PFIAB

1. On 16 June 1972 the Chairman of the President's Foreign Intelligence Advisory Board sent a memorandum (attached) to the Secretaries of State and Defense and to the DCI which detailed what should be contained in the annual reports submitted by intelligence organizations to the PFIAB.

2. The "Reporting Guidelines" contained the following instruction with respect to intelligence production:

"IV. Production

"Describe the requirements for various kinds of finished intelligence, both national and departmental, and the manner in which these demands are satisfied. Where not a producer of finished intelligence, describe your input to the production of finished intelligence reports by other agencies or activities. Estimate the money and manpower directly committed to the production of finished intelligence."

3. I recognize that the reports to the PFIAB are meant only for the PFIAB members and staff and as inputs to the PFIAB annual report to the President, but it should be of considerable value to you and the PRG staff in our work with the NSCIC if the production sections of these individual reports could be made available to the PRG.

4. I suggest that you discuss this with General Allen and obtain his approval for having [REDACTED] contact the Executive Secretary of the PFIAB to discuss with him how we might obtain access to the information on production which was reported to the PFIAB late in 1972. This data could indicate problem areas deserving further exploration by the PRG.

Attachment  
DCI/IC 72-0485,  
June 16, 1972

PFIAB review completed.

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Go ahead - looks sensible.

PRESIDENT'S FOREIGN INTELLIGENCE ADVISORY BOARD

Executive Registry

77-345  
ECI/IS-72-0485

June 16, 1972

MEMORANDUM FOR: Secretary of State  
Secretary of Defense  
Director of Central Intelligence ←

SUBJECT: Annual Reports to the President's  
Foreign Intelligence Advisory Board

The annual reports to the President's Foreign Intelligence Advisory Board (PFIAB) by the several U. S. intelligence agencies and other major intelligence organizations of the Government constitute an invaluable compendium of the progress of our national intelligence programs and their responsiveness to the needs of U. S. policy makers. They record the changing thrusts of the U. S. intelligence effort, the money and manpower involved, the problems encountered, and the rationale for their solutions. These reports are read and discussed only by the members of the PFIAB and its staff, and provide an annually updated data base for the Board's evaluation of intelligence programs and its understanding of problems facing the intelligence community. They are often one of the primary sources upon which the Board draws in rendering its report to the President.

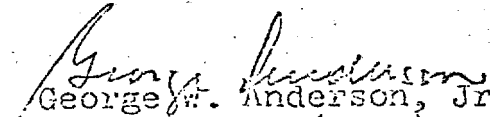
Since the Board's last memorandum on this subject (June 8, 1964), there have been substantial changes in the organization and management of the intelligence community, and a refinement of the Board's informational needs. We have decided, therefore, to cancel the existing and very detailed instructions as being outdated, and to substitute the attached general guidelines.

We have abandoned the detailed reporting outline of earlier years with the express purpose of encouraging more substantive and analytical submissions by the reporting agencies. Thus, if a particular heading is not applicable, it should be ignored. If an agency head believes information could be more succinctly and meaningfully presented in another way, the guideline is just that, and his judgment should prevail. Only in the accompanying statistical breakdowns do we ask that the outline be followed as closely as possible. However, here too the

reporter's judgment must prevail if the figures are to be meaningful. It is not intended that reporting agencies develop special statistics for the Board.

The annual submissions to the Board should not be viewed as program justifications. This is neither the Board's primary interest nor its responsibility. Rather, the Board's responsibility is to make recommendations with respect to the overall quality and quantity of U. S. intelligence and to assure the President that resources are allocated, organized, and managed in the most effective way possible. To do this, it is essential that the Board members understand in general terms the origin, goals, present status, accomplishments, and problems with respect to each activity and the manpower and costs involved.

The demands on the intelligence community resources are increasing, yet in the years immediately ahead there is every likelihood that budgetary pressures will remain severe. If the community is to continue to meet its responsibilities, it must clearly establish that it is utilizing its resources judiciously. It can do this only by becoming its own best critic, and the privileged nature of these reports is intended to encourage candor in reporting and frankness in the judgments and recommendations expressed. The Board's role is to help the community in every way possible to achieve the goals outlined for it by the President in his memorandum of 5 November 1971. The Annual Reports can be of inestimable help.

  
George W. Anderson, Jr.  
Admiral, USN (Ret.)  
Chairman

Enclosure: "Reporting Guidelines"

Copy to: Vice Admiral Noel Gayler  
Lt. General Donald V. Bennett  
Dr. John L. McLucas  
Dr. Robert A. Frosch  
Dr. Ray Gline

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## REPORTING GUIDELINES

### I. The Mission and Factors Affecting It

- A. State the organizational mission and the forces driving it; explain the mission today and the evolution which can be foreseen; review the external and internal factors affecting the mission: for example, nationalism abroad, budget cuts, shifts in U. S. policy, changing attitudes toward U. S. military/intelligence, etc.; discuss current and anticipated problems which are affecting, or are likely to affect, the mission.
- B. Summarize major activities or programs, i.e., collection (HUMINT, technical, overt), production, RDT&E, support (personnel, budget, communications, data processing, etc.), and show how these activities relate to the overall mission. Where program input or output depends on more than one agency, acknowledge the office of primary concern and explain your own role. Discuss major problems and deficiencies affecting, or anticipated as affecting, the various activities.

### II. Collection

Describe major HUMINT, technical, and overt collection programs, the collection requirements to which they are responsive, the program objectives, their present status, achievements, significant problems or difficulties, and the money and manpower involved.

### III. Covert Action

Describe the origins and policy decisions behind covert action programs; the methods and goals for each program; the achievements, present status, and the money and manpower involved.

### IV. Production

Describe the requirements for various kinds of finished intelligence, both national and departmental, and the manner in which these demands are satisfied. Where not a producer of finished intelligence, describe your input to the production of finished intelligence reports by other agencies or activities. Estimate the money and manpower directly committed to the production of finished intelligence.

Describe the major intelligence processing, exploitation and handling systems, their effectiveness in performing the intended tasks, major problems, and the money and manpower involved. Such systems would include photographic and signals analysis, data analysis and exchange, the dissemination and handling of intelligence cables and documents, communications networks, storage and retrieval systems, and records management.

#### VI. Counterintelligence

Summarize counterintelligence activities and programs for protecting U. S. Government personnel, sensitive U. S. information and U. S. installations, and the money and manpower involved. This section should also highlight developments in the field of security and identify general security problems.

#### VII. Research, Development, Testing & Evaluation

Describe major research and development activities directed at achieving new or improved capabilities for the collection, processing, analysis, or exploitation of intelligence data. Estimate the manpower and funds devoted to these activities.

#### VIII. General Support

This area would include staff communications, training, administration and logistics, and personnel support. Describe in very general terms the scope and nature of the activity in each of these categories, major problems, and the manpower and costs involved.

#### IX. Charts

Include such charts and diagrams as will help to clarify organizational structures and program relationships. To the extent applicable and utilizing official data, each reporting organization is requested to submit money and manpower figures for the past, present, and next fiscal year for each of the following major intelligence program categories: collection of intelligence; production of intelligence; information processing; covert action; counterintelligence; research, development, testing and evaluation; support; and totals. Personnel figures should indicate whether assigned in the U. S. or abroad, and show separate figures for civilian and military personnel. A similar breakdown should be prepared for the major elements within a given organization.